

# Making a business case

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**Venue: N M Rothschild**



# Value of making a business case

- business case or business plan?
- powerful decision-making tool
- address the concerns of the organisation
- think cost/benefit
- persuade the right people about the benefits  
– and get them to own them
- establishes stronger credibility
- apply the principles to help make decisions

# Before putting pen to paper...

- understand the organisational strategy
- know where you fit in the organisation
- understand the impact of *all* of your services
- know who and where your clients are and what they need
- know who your competitors are

# Exercise 1 – reactive case

Your budget is being reduced by 25% and we need you take on some extra tasks. It would be good to see some headcount reduction in your cost savings.

1. What do you need to find out from the organisation?
2. What 3 major actions would you take?
3. How would you plan for the future?

# Budget reduction

- understand the scale
- understand the context and the timing
- talk to other department heads
- look outside for examples
- find out what is relevant to decision-makers
- look at *everything* you do

# Know your costs

	(paid, irrespective of the level of activity) <b>Fixed</b>	(direct costs, plus variable overheads) <b>Variable</b>	
<b>Predictable</b>	Staff costs	Overtime	<b>Easiest to change + control</b>
<b>Direct</b> (form part of the service)	Annual Subscriptions	Contract staff	
<b>Indirect</b> (overheads which are not part of the service)	Building maintenance	Heating Telecoms	<b>Tricky to budget for</b>

**Hardest to change**

# Know your team

- what skills do you need in your team?
- what skills do you *have* in your team?
- can your team be flexible in their roles?
- what are the training implications?
- know your processes and aim for maximum efficiency
- write a recruitment and services plan for the future

# Putting your case

- write a short paper setting out your approach
- come up with scenarios – best, worst, most likely
- put the scenarios in the context of the impact on the organisation
- leverage across the organisation
- demonstrate lateral thinking
- ask your boss for commitment

# Exercise 2

Every department in the organisation has to make a business case to prove their value and justify their services.

1. From your own perspective, how do you currently judge and measure your value to the organisation?
2. How do you find out what your customers need?
3. How do you market your services and skills to the organisation?

# Building the case

## Your case

- identity
- services offered
- range of customers
- identify gaps and overlaps
- resource management
- enabling end users
- leverage expertise

## Business impact

- skills sets / USP
- information strategy
- tailored solutions
- refining business processes
- cost containment
- ongoing training
- co-ordinating knowledge

# Adding value business case: contents page

1. Executive summary
2. Skills of the Information Team
3. Services provided
4. Client case studies and feedback
5. Resource management and training
6. Benefits of a dedicated information service
7. Future developments

# Key messages

- know your costs
- sell your skills and capabilities
- network across the organisation to promote value
- understand organisational priorities
- use the business case tool to improve your impact